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Adm - 13.6

MEMORANDUM FOR: Executive Director-Comptroller

SUBJECT : Information Processing--Selected  
Organizational Options

1. As a follow-on to the 24 February Deputies' meeting, and possible springboard for the next move on the information processing front, I have pulled together the attached 10 organizational options, plus a brief indication (last page) of how the five major Management Issues discussed in the [ ] Report relate to the question of centralized vs. decentralized ADP organization.

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2. The differences in the attached from that which was presented orally to the Deputies include: a) a more extensive list of pros and cons for each; b) more options than time permitted noting orally; c) three alternatives (second last page) addressed exclusively to ADP professional personnel. The Pros and Cons statements by themselves sound a little too dogmatic; they do require some discussion.

3. The range of options still goes from the most comprehensive (Option 1 - New Processing Directorate) to Option 3 (Status Quo). There are more options concerning ADP-focused changes, as there were in the Deputies' session. This is not only because there are many combinations if one focuses only on ADP, but because it is the computer growth which has seemed to cause the greatest management unease. Nevertheless, I urge top management focus on the whole problem, which includes communications interaction with computers in what they're calling tele-processing, when considering not only what changes, if any, should be made now, but what the longer range goal ought to be.

4. Obviously, IP&E organizational changes must be considered in context with other possible changes. It may be that incremental steps, focusing first on ADP, would be the most logical course to follow.

DD/S&T  
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[ ]

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Charles A. Briggs

Chairman, Information Processing Board

Orig - C/IP Board

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SELECTED  
INFORMATION PROCESSING ORGANIZATION AND  
MANAGEMENT OPTIONS

OPTION 1 - New Processing Directorate

PRO

- Groups like activities - single management
- Groups increasingly interacting technologies
- Answers ADP organization question - promotes ADP management solution issues\*
- Achieves fullest ADP resource savings
- Most logical in an overall Agency reorganization

CON

- Dislocations major in every directorate
- Removes processing support services from direct control of present parent
- No real proof we have management skill for consolidation if ability re the pieces is suspect

\* ◦ How best organize ADP resources, minimize costs

- How develop skills
- How most effectively operate centers
- How minimize hardware redundancy, software duplication
- How assure adequate security

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OPTION 2 - Partial Transfer to DD/S (OCS, CRS, Cable Sec)

PRO

- Facilitates Commo/ADP interface
- Can resolve intelligence file roles between CRS and OCS
- Gives some resource advantage through partial ADP consolidation potential

CON

- Somewhat arbitrary (why not RID?)
- Possible exaggeration of Commo/ADP interface issue
- Is neither fish nor fowl in full consolidation of "processing" or ADP components

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OPTION 3 - Status Quo

PRO

- Centralization/decentralization compromise
- Politically acceptable
- OCS is highly centralized with:
  - a) High recruitment/training standards and work variety, therefore represents a superior skills bank
  - b) Centralized computing saves money
  - c) Space savings
- CRS, RID, NPIC under direct control of parents
- Multiple centers provide some backup insurance

CON

- Costs additional money/space/people
- Some duplication in software development
- Complexity of current organization makes central management difficult

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OPTION 4: ADP Decentralization

A. TOTAL

PRO

- Ideal political solution
- Directorates concerned re cost/benefit analysis and alternatives
- Most responsive to parent
- Multiple center backup

CON

- Considerably more expensive
- Fairly extensive duplication in software development probable
- More complex to manage than status quo
- Requires new center construction for DD/S and enlargement of CRS and RID centers

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OPTION 4: ADP Decentralization, cont'd

B. PARTIAL: OCS keep DD/S support role--others upgrade

PRO

- Does not require new DD/S Center as 4. A. does
- Other advantages essentially same as 4. A.

CON

- Two Directorates (DD/S&T and DD/S) vie for OCS service/priority
- Increased cost, space, duplication, complexity as in 4. A.

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OPTION 5: ADP Centralization

25X1 A.  Recommendations: Stronger OCS, stronger centralized management

- OCS do all on-line development
- Full-time Advisor to ExDir and full-time staff
- ADP Career Service
- Limit CRS, RID, NPIC

PRO

- More centralized control without organizational upheaval
- Some centralization advantages: space and hardware costs; elite cadre in OCS
- Priority attention in CRS, NPIC and RID to DD/I and DD/P parents
- Multiple center backup
- User office budgeting--leads to more cost/benefit analysis
- Agency top management more involved in ADP affairs

CON

- Not as politically acceptable
- More centralization would mean more resource savings
- Still some software duplication probable
- Almost as difficult to manage as status quo
- Additional management mechanisms are necessary

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OPTION 5: ADP Centralization, continued

B. A. D. Little Recommendation to  Report

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- CEs to OCS; RID and NPIC continue
- Limit RID to namecheck and document finding
- Adopt same/all of the management choices in   
(ADP Career Service, user budgeting, etc.)

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PRO

- Same as Option 5. A. except abolition of CRS center is fairly major upheaval

CON

- Probably politically unacceptable to DD/I
- Otherwise, same disadvantages as Option 5. A.

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OPTION 5: ADP Centralization cont'd

C. TOTAL (Headquarters) in OCS

- Abolish RID, CRS; keep NPIC [or transfer its ADP component and provide communication link]
- Adopt ☐ Management choices (user budgeting, etc)

PRO

- Significant savings in space/people/dollars
- Duplication of software development would cease
- Professional status of ADP personnel would rise
- Single center is more visible--easier to manage/control
- User budgeting tends to counter potential centralization weakness, i. e., inadequate project approval evaluation
- Terminal "personalizes" computer for user--not necessary to put computer itself under user management

CON

- Politically unacceptable ?
- Directorates compete for OCS support
- Less backup insurance
- Possible difficulty in understanding the problem potential vis-a-vis the user

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OPTION 5: ADP Centralization, cont'd

D. Centralize Hardware - Decentralize People

- Abolish CRS and RID centers - add to OCS
- NPIC as above in Option 5. C.
- Keep small systems development staff in OCS (in addition to S&T); reassign the others to appropriate Directorate

PRO

- Space/hardware cost savings
- Possibly politically acceptable to all [People more important than machines]
- More attention given to cost/benefit analysis since design and programming would be done in Directorates

CON

- Centralized management almost as difficult as now
- Some duplication of software probable
- ADP professionalism would tend to decline
- Directorates would all vie for computer time

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ADP PERSONNEL OPTIONS:

Systems Designers and Applications Programmers

- 1 : Centralize in offices with the computers
- This is the present arrangement
  - Greater machine centralization would mean greater designer/programmer centralization
- 2 : Assign designers/programmers to offices with computers, but detail them for 1-2 year tours in user components
- This is the  recommendation
  - Also the A. D. Little recommendation to DD/S
- 3 : Assign designers/programmers outright to Directorates they are to serve

N. B. Little resource implication difference in the above, except 3 potentially leads to recruitment competition; less controlled growth; more complex training/career development planning.

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Management Issues

Related to Centralization/Decentralization

1. User Office Budgeting - more important when computers are centralized
2. Central Project Review - important in either situation, but critical in decentralized world
3. ADP Career Service - possible need in a decentralized environment
4. Agency-Wide Technical Standards - greatest need in decentralized world
5. Full-time ADP Advisor & Staff - a requirement in a decentralized organization

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